

# Products...FEA...BRM...Definitions

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## **1. FEA Business Reference Model (BRM)**

The Business Reference Model (BRM) provides an organized, hierarchical construct for describing the day-to-day business operations across the Federal government. While many models exist for describing organizations - org charts, location maps, etc. - this model presents business operations from a functionally driven approach. The Lines of Business and Sub-functions that comprise the BRM represent a departure from previous models of the Federal government that use antiquated, stove-piped, agency-oriented classification scheme. By avoiding an organization-chart based classification, the FEA-BRM permits normalization of like or identical functions, which is central to identifying and eliminating redundancy. The BRM is the first layer of the Federal Enterprise Architecture and it is the main viewpoint for the analysis of data, service components and technology.

*Reference(s):*

- FEA Consolidated Reference Model.pdf#Page=25

### **1.1. Services for Citizens**

The Services For Citizens Business Area describes the mission and purpose of the United States government in terms of the services it provides both to and on behalf of the American citizen. It includes the delivery of citizen-focused, public, and collective goods and/or benefits as a service and/or obligation of the Federal Government to the benefit and protection of the nations general population.

#### **1.1.1. Community and Social Services**

Community and Social Services includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in the United States. This includes all activities aimed at locality-specific or nationwide social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.

##### **1.1.1.1. Community and Regional Development**

Community and Regional Development involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.

### 1.1.1.2. Homeownership Promotion

Homeownership promotion includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. NOTE: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Sub-Function.

### 1.1.1.3. Postal Service

Postal Services provide for the timely and consistent exchange and delivery of mail and packages between businesses, organizations, and residents of the United States or between businesses, organizations, and residents of the United States and the rest of the world. It also includes the nation-wide retail infrastructure required to make Postal Services easily accessible to customers. (Note: The commercial function of mail is more closely aligned with the "Business and Industry Development" Sub-Function.)

### 1.1.1.4. Social Services

Social Services are designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, disabled, etc. Such services include family life education and counseling, adoption, guardianship, foster family care, rehabilitation services, etc. Note: This sub-function does not include services that are primarily for income support (Income Security) or are an integral part of some other Line of Business (e.g., Health, Workforce Management, etc.). For mapping purposes, this category should only include IT systems that support programs mapped to the "Social Services" budget functional classification.

Links to Z12 (listed alphabetically)	
Name	Description
Account Maintenance	A Case Manager (Counselor) is assigned to support the veteran as the rehabilitation plan is implemented. The case manager will routinely communicate with the veteran, and meet with the veteran in person on a regular basis. The case manager evaluates the veteran's progress with the plan, and assists the veteran in specific elements of the plan, e.g., preparation for job interviews. The case manager can reassess the veteran's status, and authorize changes to services and the rehabilitation plan as needed.

<p>Eligibility Determination</p>	<p>Upon receiving a veteran's application for vocational rehabilitation and employment services, VA will perform a basic eligibility determination based on the veteran's military service and level of disability (disability rating). Once this determination is made, a more in-depth evaluation is performed to determine entitlement to Chapter 31 services and evaluate the types and extent of benefits to be provided. VA helps the veteran develop the claim, and compiles medical records, special evaluations, test results, and other information to assist the veteran. The decision on services and the plan for rehabilitation is made in concert with the veteran, if possible, through face-to-face meetings or phone communications between the veteran and a VA case manager. The results of the evaluation are officially provided to the veteran in a letter. In addition, the veteran is informed in writing of the rehabilitation plan and services to be provided.</p>
<p>Maintain National Cemeteries as National Shrines</p>	<p>This function maintains national cemeteries and affiliated soldiers', Government, and Confederate lots, as national shrines. Each national cemetery and affiliated soldiers', Government, and Confederate lot exists as a national shrine and as such serves as an expression of the appreciation and respect of a grateful Nation for the service and sacrifice of her veterans. Each national shrine provides an enduring memorial to their service as well as a dignified and respectful setting for their final rest. The commitment of our Nation, as defined by law, is to create and maintain these sites as national shrines, transcending the provision of benefits to an individual. A national shrine may be defined as a place of honor and memory that declares to the visitor or family member who views it that, within its majestic setting, each veteran may find a sense of serenity, historic sacrifice, and nobility of purpose. Each visitor should depart feeling that the grounds, the gravesites and the environs of the national cemetery are a beautiful and awe-inspiring tribute to those who gave much to preserve our Nation's freedom and way of life NCA maintains occupied graves and developed acres in a manner befitting their stature as national shrines. Extensive renovations and improvements in the appearance of burial grounds and historic structures, as well as perpetual maintenance, is performed to avoid the</p>

	deterioration of veterans' graves, grave headstones and markers, monuments and memorials, cemetery grounds, buildings, and other infrastructure.
Program Management	VRE makes projections on expected case volume and support requirements based on Compensation and Pension disability rating actions and new legislation. VRE also uses its Quality Assurance Program and customer service surveys to measure its quality of service delivery.
Provide Burial Space	This function provides burial space for veterans and their eligible family members. It in turn contains sub-functions including burial in a national cemetery; establishing new national cemeteries; expanding existing national cemeteries; and administering grants for establishing or expanding state veterans cemeteries.
Provide Memorials That Commemorate a Veteran's Service	This function provides memorials that commemorate a veteran's service, including ordering headstones, markers, group memorials, inscriptions and marking graves in national cemeteries, furnishing headstones and markers for the graves of veterans in cemeteries other than national cemeteries, and providing Presidential Memorial Certificates for friends and family members of deceased veterans.

### 1.1.2. Correctional Activities

Correctional Activities involves all Federal activities to ensure the effective incarceration and rehabilitation of convicted criminals.

#### 1.1.2.1. Criminal Incarceration

Criminal Incarceration includes activities associated with the housing, custody and general care of criminals serving time in penitentiaries.

#### 1.1.2.2. Criminal Rehabilitation

Criminal Rehabilitation includes all government activities devoted to providing convicted criminals with the educational resources and life skills necessary to rejoin society as responsible and contributing members.

### **1.1.3. Defense and National Security**

Protect and advance U.S. national interests and, if deterrence fails, decisively defeat threats to those interests.

#### **1.1.3.1. Operational Defense**

Operational Defense involves linking tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.

#### **1.1.3.2. Strategic National and Theater Defense**

Strategic National and Theater Defense involves establishing national and multinational military objectives; sequencing initiatives; defining limits and assess risks for the use of military and other instruments of national power; developing global plans or theater war plans to achieve these objectives; and providing military forces and other capabilities in accordance with strategic plans.

#### **1.1.3.3. Tactical Defense**

Tactical Defense involves focusing on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives.

### **1.1.4. Disaster Management**

Disaster Management involves the activities required to prepare for, mitigate, respond to, and repair the effects of all disasters whether natural or man-made.

#### **1.1.4.1. Disaster Monitoring and Prediction**

Disaster Monitoring and Prediction involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the "Environmental Monitoring and Forecasting" Sub-Function in the "Environmental Management Line of Business".

#### **1.1.4.2. Disaster Preparedness and Planning**

Disaster Preparedness and Planning involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of

life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.

#### **1.1.4.3. Disaster Repair and Restore**

Disaster Repair and Restore involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of any homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.

#### **1.1.4.4. Emergency Response**

Emergency Response involves the immediate actions taken to respond to a disaster. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.

#### **1.1.5. Economic Development**

Economic Development includes the activities required to promote commercial/industrial development and to regulate the American financial industry to protect investors. It also includes the management and control of the domestic economy and the money supply, and the protection of intellectual property and innovation.

##### **1.1.5.1. Business and Industry Development**

Business and Industry Development supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.

##### **1.1.5.2. Financial Sector Oversight**

Financial Sector Oversight involves the regulation of private sector firms and markets (stock exchanges, corporations, etc.) to protect investors from fraud, monopolies, and illegal behavior. This also includes deposit protection.

##### **1.1.5.3. Industry Sector Income Stabilization**

Industry Sector Income Stabilization involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, commercial transportation, etc.) to ensure the continued availability of their services for the American public and the long-term economic stability of these sectors.

#### **1.1.5.4. Intellectual Property Protection**

Intellectual Property Protection involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries, literary and artistic works, and symbols, names, images, and designs used in commerce.

#### **1.1.6. Education**

Education refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.

##### **1.1.6.1. Cultural and Historic Exhibition**

Cultural and Historical Exhibition includes all activities undertaken by the US government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.

##### **1.1.6.2. Cultural and Historic Preservation**

Cultural and Historic Preservation involves all activities performed by the Federal Government to collect and preserve information and artifacts important to the culture and history of the United States and its citizenry and the education of U.S. citizens and the world.

##### **1.1.6.3. Elementary, Secondary, and Vocational Education**

Elementary, secondary, and vocational education refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training.

Links to Z12 (listed alphabetically)	
Name	Description
Account Maintenance	This function includes activities associated with account maintenance and payment of supplemental claims.
Education/Training Program Approval	Title 38, Chapter 36 requires that all training programs be approved programs of study before a beneficiary can receive benefits to attend the

	program. This training can take place at both accredited and non-accredited institutions as long as the program meets VA requirements.
Eligibility Determination	This function focuses on the receipt, evaluation, and first payment for all original claims.
Program Management	Planning, leading, organizing, and monitoring various educational programs.

#### 1.1.6.4. Higher Education

Higher Education refers to education beyond the secondary level; specifically, education provided by a college or university.

Links to Z12 (listed alphabetically)	
Name	Description
Account Maintenance	This function includes activities associated with account maintenance and payment of supplemental claims.
Associated and Allied Health Education	This function manages education and training for associated and allied health care professionals, including academic affiliation policy and agreements with associated health programs (e.g., dietetics, optometry, physical therapy, and psychology).
Education/Training Program Approval	Title 38, Chapter 36 requires that all training programs be approved programs of study before a beneficiary can receive benefits to attend the program. This training can take place at both accredited and non-accredited institutions as long as the program meets VA requirements.
Eligibility Determination	This function focuses on the receipt, evaluation, and first payment for all original claims.
Graduate Medical Education	This function manages education and training for clinical residents and fellows.
Program Management	Planning, leading, organizing, and monitoring



	various educational programs.
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### **1.1.7. Energy**

Energy refers to all actions performed by the government to ensure the procurement and management of energy resources, including the production, sale and distribution of energy, as well as the management of spent fuel resources. Energy management includes all types of mass-produced energy (e.g., hydroelectric, nuclear, wind, solar, or fossil fuels). Also included in this Line of Business is the oversight of private industry.

#### **1.1.7.1. Energy Conservation and Preparedness**

Energy Conservation and Preparedness involves protection of energy resources from over-consumption to ensure the continued availability of fuel resources and to promote environmental protection. This Line of Business also includes measures taken to ensure the provision of energy in the event of an emergency.

#### **1.1.7.2. Energy Production**

Energy Production involves the transformation of raw energy resources into useable, deliverable energy.

#### **1.1.7.3. Energy Resource Management**

Energy Resource Management involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.

#### **1.1.7.4. Energy Supply**

Energy Supply involves all activities devoted to ensuring the availability of an adequate supply of energy for the United States and its citizens.

### **1.1.8. Environmental Management**

Environmental Management includes all functions required to monitor the environment and weather, determine proper environmental standards and ensure their compliance, and address environmental hazards and contamination.

#### **1.1.8.1. Environmental Monitoring and Forecasting**

Environmental Monitoring and Forecasting involves the observation and prediction of

environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, ice sheets, air quality, regulated and non-regulated emissions, as well as the observation and prediction of weather patterns and conditions.

#### **1.1.8.2. Environmental Remediation**

Environmental Remediation supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.

#### **1.1.8.3. Pollution Prevention and Control**

Pollution Prevention and Control includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from man-made sources. Environmental Mitigation projects are also included in this business line.

#### **1.1.9. General Science and Innovation**

General Science and Innovation includes all Federal activities to meet the national need to advance knowledge in this area. This includes general research and technology programs, space exploration activities, and other research and technology programs that have diverse goals and cannot be readily classified into another Line of Business or Sub-function.

##### **1.1.9.1. Scientific and Technological Research and Innovation**

Scientific and Technological Research and Innovation includes all federal activities whose goal is the creation of new scientific and/or technological knowledge as a goal in itself, without a specific link to the other Lines of Business or Sub-Functions of the BRM. NOTE: If a research and development program directly supports another Service For Citizen, it should be included here.

##### **1.1.9.2. Space Exploration and Innovation**

Space Exploration and Innovation includes all activities devoted to innovations directed at human and robotic space flight and the development and operation of space launch and transportation systems, and the general research and exploration of outer space.

#### **1.1.10. Health**

Health involves Federal programs and activities to ensure and provide for the health and well being of the public. This includes the direct provision of health care services and immunizations

as well as the monitoring and tracking of public health indicators for the detection of trends and identification of wide-spread illnesses/diseases. It also includes both earned and unearned health care benefit programs.

#### **1.1.10.1. Access to Care**

Access to Care focuses on the access to appropriate care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of type, care, intensity, location, and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement.

#### **1.1.10.2. Population Health Management and Consumer Safety**

Population Health Management and Consumer Safety assess health indicators and consumer products as a means to protect and promote the health of the general population. This includes monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. Also includes evaluation of consumer products, drug, and foods to assess the potential risks and dangers; education of the consumer and the general population; and facilitation of health promotion and disease and injury prevention.

#### **1.1.10.3. Health Care Administration**

Health Care Administration assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, utilization, and fraud/abuse efforts.

#### **1.1.10.4. Health Care Delivery Services**

Health Care Delivery Services provides and supports the delivery of health care to its beneficiaries. This includes assessing health status; planning health services; ensuring quality of services and continuity of care; and managing clinical information and documentation.

Links to Z12 (listed alphabetically)	
Name	Description
Beneficiary/Member Management	This function encompasses the front-end of the medical care value chain. It includes all aspects of registration, enrollment, eligibility, scheduling, and patient movement, e.g., between facilities.
Healthcare Delivery Management	Healthcare Delivery and Provider Management

	includes Healthcare Delivery, Order Management, Healthcare Management, and Management of Providers. Health Care Delivery Services encompasses the processes by which patients are provided healthcare services, e.g., primary and ambulatory, specialty, inpatient, mental health, extended care, acute care, allied health care, rehabilitation care, domiciliary care, remote care, and nursing home in a seamless manner. High-level activities for this function include Provide Direct Care (e.g., primary, specialized, inpatient, outpatient, dental, orthotics, mental health, prosthetic, acute, ambulatory, and emergency).
Health Data/Process Management/Collaboration	This is a strategic function that encompasses the following activities: (1) Manage internal health data, and (2) Share/Exchange Health data/information with partners.
National Emergency Healthcare Management	VA plays a critical role during emergencies, both as an emergency coordinator and as a healthcare provider.

#### **1.1.10.5. Health Care Research and Practitioner Education**

Health Care Research and Practitioner Education fosters advancement in health discovery and knowledge. This includes developing new strategies to handle diseases; promoting health knowledge advancement; identifying new means for delivery of services, methods, decision models and practices; making strides in quality improvement; managing clinical trials and research quality; and providing for practitioner education.

#### **1.1.11. Homeland Security**

Homeland Security involves protecting the nation against terrorist attacks. This includes analyzing threats and intelligence, guarding borders and airports, protecting critical infrastructure, and coordinating the response emergencies. The Homeland Security Line of Business is defined by the President's Strategy on Homeland Security. Note: Some of the Critical Mission Areas from the President's strategy have already been identified in other Lines of Business in the BRM.

##### **1.1.11.1. Border and Transportation Security**

Border and Transportation Security includes appropriately facilitating or deterring entry and exit of people, goods, and conveyances at and between U.S. ports of entry, as well as ensuring the security of transportation and infrastructure networks, facilities, vehicles, and personnel within the United States.

#### **1.1.11.2. Catastrophic Defense**

Catastrophic Defense involves the development of technological countermeasures (chemical, biological, radiological and nuclear [CBRN]) to terrorist threats, conducting laboratory testing on new and promising devices, and conducting basic and applied science that can lead to the development of countermeasures.

#### **1.1.11.3. Key Asset and Critical Infrastructure Protection**

Key Asset and Critical Infrastructure Protection involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.

#### **1.1.12. Income Security**

Income Security includes activities designed to ensure that members of the public are provided with the necessary means, both financial and otherwise, to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promote these goals for members of the public.

##### **1.1.12.1. Food and Nutrition Assistance**

Food and Nutrition Assistance involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.

##### **1.1.12.2. General Retirement and Disability**

General Retirement and Disability involves the development and management of retirement benefits, pensions, and income security for those who are retired or disabled.

Links to Z12 (listed alphabetically)	
Name	Description
Account Maintenance	This function includes activities associated with account maintenance and payment of supplemental claims.

Account Maintenance	This function includes activities associated with account maintenance and payment of supplemental claims.
Eligibility Determination	This function focuses on the receipt, evaluation, and first payment for all original claims.
Eligibility Determination	This function focuses on the receipt, evaluation, and first payment for all original claims.
Program Management	Planning, leading, organizing, and monitoring various compensation benefit programs.
Program Management	Planning, leading, organizing, and monitoring various pension benefit programs.

### 1.1.12.3. Housing Assistance

Housing Assistance involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.

### 1.1.12.4. Survivor Compensation

Survivor Compensation provides compensation to the survivors of individuals currently receiving or eligible to receive benefits from the Federal Government. This includes, but is not limited to, survivors such as spouses or children of veterans or wage earners eligible for social security payments.

Links to Z12 (listed alphabetically)	
Name	Description
Account Maintenance	This function includes activities associated with account maintenance and payment of supplemental claims.
Account Maintenance	This function includes activities associated with account maintenance and payment of supplemental claims.

Eligibility Determination	This function focuses on the receipt, evaluation, and first payment for all original claims.
Eligibility Determination	This function focuses on the receipt, evaluation, and first payment for all original claims.
Program Management	Planning, leading, organizing, and monitoring various pension benefit programs.
Program Management	Planning, leading, organizing, and monitoring various compensation benefit programs.

#### **1.1.12.5. Unemployment Compensation**

Unemployment Compensation provides income security to those who are no longer employed, while they seek new employment.

#### **1.1.13. Intelligence Operations**

Intelligence Operations involves collecting and analyzing information to meet the national security challenges of the U.S. by processing reliable, accurate foreign intelligence, and disseminating intelligence products to policymakers, military commanders, and other consumers.

##### **1.1.13.1. Intelligence Planning and Direction/Needs**

Intelligence Planning and Direction/Needs establishes the intelligence requirements of the policymakers the President, the NSC, military commanders, and other officials in major departments and governmental agencies.

##### **1.1.13.2. Intelligence Collection**

Intelligence Collection involves the gathering of raw data from multiple sources from which finished intelligence is produced.

##### **1.1.13.3. Intelligence Analysis and Production**

Intelligence Analysis and Production converts large amounts of data to a form suitable for the production of finished intelligence to include translation, decryption, and interpretation of information stored on film and magnetic media using highly refined photographic and electronic processes.

#### **1.1.13.4. Dissemination**

Dissemination consists of delivering the intelligence products to consumers.

### **1.1.14. International Affairs and Commerce**

International Affairs and Commerce involves the non-military activities that promote U.S. policies and interests beyond our national borders, including the negotiation of conflict resolution, treaties, and agreements. In addition, this function includes: foreign economic development and social/political development; diplomatic relations with other Nations; humanitarian, technical and other developmental assistance to key Nations; and global trade.

#### **1.1.14.1. Foreign Affairs**

Foreign Affairs refers to those activities associated with the implementation of foreign policy and diplomatic relations, including the operation of embassies, consulates, and other posts; ongoing membership in international organizations; the development of cooperative frameworks to improve relations with other Nations; and the development of treaties and agreements.

#### **1.1.14.2. Global Trade**

Global Trade refers to those activities the Federal Government undertakes to advance worldwide economic prosperity by increasing trade through the opening of overseas markets and freeing the flow of goods, services, and capital.

#### **1.1.14.3. International Development and Humanitarian Aid**

International Development and Humanitarian Aid refers to those activities related to the implementation of development and humanitarian assistance programs to developing and transitioning countries throughout the world. Development and aid may include technical assistance (the transfer of knowledge and expertise), and the delivery of equipment, commodities and urgent humanitarian assistance including food aid.



#### **1.1.15. Law Enforcement**

Law Enforcement involves activities to protect people, places, and things from criminal activity resulting from non-compliance with U.S. laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.

##### **1.1.15.1. Citizen Protection**

Citizen Protection involves all activities performed to protect the general population of the United States from criminal activity.

##### **1.1.15.2. Crime Prevention**

Crime Prevention entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.

##### **1.1.15.3. Criminal Apprehension**

Criminal apprehension involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing Federal crimes.

##### **1.1.15.4. Criminal Investigation and Surveillance**

Criminal Investigation and Surveillance includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.

##### **1.1.15.5. Leadership Protection**

Leadership Protection involves all activities performed to protect the health and well being of the president, vice-president, their families, foreign leaders and dignitaries, and other high-level government officials.

##### **1.1.15.6. Property Protection**

Property Protection entails all activities performed to ensure the security of civilian and government property as well as foreign diplomatic missions.

##### **1.1.15.7. Substance Control**

Substance Control supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale,

distribution, and other related activities.

### 1.1.16. Litigation and Judicial Activities

Litigation and Judicial Activities refers to those activities relating to the administration of justice.

#### 1.1.16.1. Judicial Hearing

Judicial Hearings includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.

Links to Z12 (listed alphabetically)	
Name	Description
Appeals	This function provides decision-making on loan guaranty-related eligibility appeals and approval appeals.
Appeals	This sub-function includes activities associated with claimant appeals. Claimants have the right to appeal VA's decisions.
Appeals	This function includes activities associated with claimant appeals. Claimants have the right to appeal VA's decisions.
Appeals	A veteran can request that an entitlement determination or any action concerning his case proceed with an administrative review, with his case manager, Director, VRE Service, and may be provided an informal or formal hearing. The veteran can further appeal the outcome of this reconsideration to the Board of Veterans Appeals (BVA). At every stage of this process, VA is required to assist the veteran on preparing his case, and must provide full information and advice in this regard.
Appeals	This function includes activities associated with claimant appeals. Claimants have the right to appeal VA's decisions
Appeals	This function includes activities associated with

	claimant appeals. Claimants have the right to appeal VA's decisions.
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### 1.1.16.2. Legal Defense

Legal Defense includes those activities associated with the representation of a defendant in a criminal or civil proceeding.

### 1.1.16.3. Legal Investigation

Legal Investigation includes activities associated with gathering information about a given party (government agency, citizen, corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.

### 1.1.16.4. Legal Prosecution and Litigation

Legal Prosecution and Litigation includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility.

### 1.1.16.5. Resolution Facilitation

Resolution Facilitation refers to those activities outside a court of law, such as mediation and arbitration, that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, corporation).

Links to Z12 (listed alphabetically)	
Name	Description
Appeals	This function provides decision-making on loan guaranty-related eligibility appeals and approval appeals.
Appeals	This sub-function includes activities associated with claimant appeals. Claimants have the right to appeal VA's decisions.
Appeals	This function includes activities associated with claimant appeals. Claimants have the right to appeal VA's decisions.
Appeals	A veteran can request that an entitlement

	<p>determination or any action concerning his case proceed with an administrative review, with his case manager, Director, VRE Service, and may be provided an informal or formal hearing. The veteran can further appeal the outcome of this reconsideration to the Board of Veterans Appeals (BVA). At every stage of this process, VA is required to assist the veteran on preparing his case, and must provide full information and advice in this regard.</p>
Appeals	<p>This function includes activities associated with claimant appeals. Claimants have the right to appeal VA's decisions.</p>
Pension Business Line	<p>The legal authority for non-service connected disability pension and survivor pension is found in Chapter 15 of Part II of 38 USC . Implementing regulations for these programs are found in Parts III and IV of 38 CFR . The procedural guidance to administer the programs is found in the C&amp;P procedures manual M21-1. Office of General Counsel Precedent Opinions and Precedent Opinions of the Court of Appeals for Veterans Claims, the Appeals Court for the Federal District, and the United States Supreme Court further affect the administration of pension benefits.</p> <p>The pension benefits currently administered by the VA are codified in 38 USC 101 (15) and PL 95-588. The Department currently administers the following five needs based programs:</p> <ol style="list-style-type: none"> <li>1. Old Law Pension (both veteran and survivor).</li> <li>2. Section 306 Pension (both veteran and survivor).</li> <li>3. Improved Law Pension (both veteran and survivor).</li> <li>4. Death compensation.</li> <li>5. Parents Dependency Indemnity Compensation (DIC ).</li> </ol> <p>Pension is paid to disabled wartime veterans whose conditions are not related to service and who have income below specified levels. Needs based Programs 1, 2, and 4 are "protected" programs where the rates are frozen and little activity occurs. They are also rapidly declining programs since the average age of the beneficiaries is over 80 years.</p> <p>Improved pension is a complex program that is offset</p>

	<p>dollar for dollar with income from other non-welfare sources. Adjustments to benefits are made the month following the month in which the change in income or dependency status occurs. There is significant secondary handling of these claims. Due to their complexity and the short time frames to adjust accounts, administration of these programs is also error prone and overpayments are common.</p> <p>Pension payments are currently made at 57 regional offices. VA is currently transitioning to three Pension Centers located in Philadelphia, PA ; Milwaukee WI; and St. Paul, MN. This change is being made because the pension programs are characterized by aging populations and declining rolls. VA anticipates that the pension rolls will level off at approximately 350,000 beneficiaries within the next five years. Specialization in the needs based programs, all of which are extremely complex and error prone, at a limited number of sites has been determined to be the best method of delivering these programs.</p>
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### **1.1.17. Natural Resources**

Natural Resources includes all activities involved in conservation planning, land management, and national park/monument tourism that affect the nations natural and recreational resources, both private and federal. Note: Energy-related natural resources are covered in the Energy Management line of business.

#### **1.1.17.1. Agricultural Innovation and Services**

Agricultural Innovation and Services involves the creation and dissemination of better methods for farming and forestry, including the development of improved and healthier agricultural and forestry products.

#### **1.1.17.2. Conservation, Marine and Land Management**

Conservation, Marine and Land Management involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources, both domestically and internationally. It also includes the sustainable stewardship of natural resources on federally owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).

#### **1.1.17.3. Recreational Resource Management and Tourism**

Recreational Resource Management and Tourism involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.

#### **1.1.17.4. Water Resource Management**

Water Resource Management includes all activities that promote the effective use and management of the nation's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business. Hydroelectric energy production is included in the Energy Production Sub-Function.

#### **1.1.18. Transportation**

Transportation involves all federally supported activities related to the safe passage, conveyance, or transportation of goods and/or people.

##### **1.1.18.1. Air Transportation**

Air Transportation involves the activities related to the safe passage of passengers or goods through the air. It also includes command and control activities related to the safe movement of aircraft through all phases of flight for commercial and military operations. Note: The protection of air transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.

##### **1.1.18.2. Ground Transportation**

Ground Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.

##### **1.1.18.3. Space Operations**

Space Operations involves the activities related to the safe launches/missions of passengers or goods into aerospace and includes commercial, scientific, and military operations.

##### **1.1.18.4. Water Transportation**

Water Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over sea and water. Note: The protection of maritime

transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.

### **1.1.19. Workforce Management**

Workforce Management includes those activities that promote the welfare of the Nation's workforce by improving their working conditions, advancing opportunities for profitable employment, and strengthening free collective bargaining.

#### **1.1.19.1. Labor Rights Management**

Labor Rights Management refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and nondiscrimination policies.

#### **1.1.19.2. Training and Employment**

Training and Employment includes programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers.

#### **1.1.19.3. Worker Safety**

Worker Safety refers to those activities undertaken to save lives, prevent injuries, and protect the health of Americas workers.

## **1.2. Mode of Delivery**

The Mode of Delivery Business Area describes the mechanisms the government uses to achieve the purpose of government; it represents the vehicle by which the federal government delivers its Services to Citizens.

### **1.2.1. Knowledge Creation and Management**

Knowledge Creation and Management involves the programs and activities in which the Federal Government creates or develops a body or set of knowledge, the manipulation and analysis of which can provide inherent benefits for both the Federal and private sector.

#### **1.2.1.1. Advising and Consulting**

Advising and Consulting involves the guidance and consultative services provided by the Federal

Government to support the implementation of a specific Service for Citizen.

#### 1.2.1.2. General Purpose Data and Statistics

General Purpose Data and Statistics includes activities performed in providing empirical, numerical, and related data and information pertaining to the current state of the nation in areas such as the economy, labor, weather, international trade, etc.

#### 1.2.1.3. Knowledge Dissemination

Knowledge Dissemination addresses those instances where the primary method used in delivering a service is through the publishing or broadcasting of information, such as the Voice of America or web-based museums maintained by the Smithsonian. It is not intended to address circumstances where the publication of information is a byproduct of the actual Mode of Delivery. For example, an agency might perform research (the Mode of Delivery) addressing a particular service for citizen (for example environmental management) and as a result publish a report on the findings. In this instance, the research would be the mode of delivery and publishing the report would be a Support Delivery of Service.

#### 1.2.1.4. Research and Development

Research and Development involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.

Links to Z12 (listed alphabetically)	
Name	Description
Cooperative Studies Program	The Cooperative Studies Program (CSP) is responsible for the development, administration, and coordination of phase III, multi-center clinical trials within the VA health care system. VA may conduct studies independently, or they may involve coordination with non-VA partners including the Department of Defense (DoD), Department of Health and Human Services (HHS), pharmaceutical industry, international healthcare systems, universities, and private and public corporations or foundations.
Health Services Research and Development Service	Health Services Research and Development Service (HSRD) is responsible for evaluating how social factors, financing systems, organizational structures and processes, health technologies, and human behavior affect access to health care, the quality, and cost of health care, and ultimately the health and



	well-being of veterans. Its research domains are individuals, families, organizations, institutions, communities, and populations. Health services research emphasizes studies that have practical applications and can assist patients, health care providers, managers, and policy makers.
Medical Research Service	Medical Research Service (MRS) is responsible for developing, administering, and coordinating a program of biomedical and behavioral research that focuses on the etiology, pathogenesis, diagnosis, and treatment of the wide range of diseases and disorders most prevalent among the veteran population. The primary goals of MRS are to support high quality biomedical research relevant to the health care needs of veterans and to develop and enhance an intramural research environment that promotes research while attracting and retaining productive research clinicians and scientists.
Rehabilitation Research and Development Service	Rehabilitation Research and Development Service (RR&D) is responsible for developing, administering, and coordinating a rehabilitation research program that provides new knowledge to advance optimal rehabilitation healthcare for veterans. Emphasis is placed on prosthetics, orthotics, orthopedic rehabilitation, disabilities as a consequence of aging, neurological dysfunction, spinal cord injury restoration/rehabilitation, visual and hearing impairment rehabilitation, engineering and rehabilitation outcomes.

### 1.2.2. Public Goods Creation and Management

The construction, manufacturing, administration, and/or management of goods, structures, facilities, common resources, etc. used for the general well being of the American public or society at large.

#### 1.2.2.1. Construction

Construction involves all programs and activities in which the Federal Government builds or constructs facilities, roads, dams, etc.

#### **1.2.2.2. Information Infrastructure Management**

Information Infrastructure Management involves the management and stewardship of a type of information by the federal government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here.

#### **1.2.2.3. Manufacturing**

Manufacturing involves all programs and activities in which the Federal Government produces both marketable and non-marketable goods.

#### **1.2.2.4. Public Resources, Facilities and Infrastructure Management**

Public Resources, Facilities and Infrastructure Management involves the management and maintenance of Government-owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community at large as well as to the direct user. Examples of facilities and infrastructure include schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, oil reserves, etc.

### **1.2.3. Regulatory Compliance and Enforcement**

Regulatory Compliance and Enforcement involves the direct monitoring and oversight of a specific individual, group, industry, or community participating in a regulated activity via market mechanisms, command and control features, or other means to control or govern conduct or behavior.

#### **1.2.3.1. Inspections and Auditing**

Inspections and Auditing involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.

#### **1.2.3.2. Permits and Licensing**

Permits and Licensing involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.

### **1.2.3.3. Standard Setting/Reporting Guideline Development**

Standard Setting/Reporting Guideline Development involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.

### **1.2.4. Direct Services for Citizens**

Direct Services for Citizens refers to the delivery of a good or service to (or on behalf of) the citizenry by the federal government with no other intervening persons, conditions, or organizations.

#### **1.2.4.1. Civilian Operations**

Civilian Operations describes the direct provision of a non-military service for the citizen by government employees.

#### **1.2.4.2. Military Operations**

TBD

### **1.2.5. Federal Financial Assistance**

Federal Financial Assistance refers to the provision of earned and unearned financial or monetary-like benefits to individuals, groups, or corporations.

#### **1.2.5.1. Direct Transfers to Individuals**

Direct Transfers to Individuals involves the disbursement of funds from the Federal Government directly to beneficiaries (individuals or organizations) who satisfy Federal eligibility requirements with no restrictions imposed on the recipient as to how the money is spent. Direct Transfers include both earned and unearned Federal Entitlement programs such as Medicare, Social Security, welfare, unemployment benefits, etc.

#### **1.2.5.2. Federal Grants (Non-State)**

Federal Grants involve the disbursement of funds by the Federal Government to a non-Federal entity to help fund projects or activities. This includes the processes associated with grant administration, including the determination of grantee eligibility, the transfer of funds, and the

oversight as appropriate.

#### **1.2.5.3. Subsidies**

Subsidies involve Federal Government financial transfers that reduce costs and/or increase revenues of producers.

#### **1.2.5.4. Tax Credits**

Tax Credits allow a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.

### **1.2.6. Transfers to States and Local Governments**

Transfers to States and Local Governments involves the transfer of funds or financial assistance from the Federal government to State and Local governments and Indian tribes.

#### **1.2.6.1. Earmarked Grants**

Earmarked Grants involves the distribution of money to state and local governments for a named purpose or service usually specifically noted by Congress in appropriations language, or other program authorizing language.

#### **1.2.6.2. Formula Grants**

Formula Grants involves the Allocation of money to States or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature not confined to a specific project.

#### **1.2.6.3. Project/Competitive Grants**

Project/Competitive Grants involves the funding, for fixed or known periods, of specific State or Local projects. Project/Competitive grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.

#### **1.2.6.4. State Loans**

State Loans involve all disbursement of funds by the Government to a State or Local Government (or Indian Tribe) entity under a contract that requires the repayment of such funds with or without interest.

### 1.2.7. Credit and Insurance

Credit and Insurance involves the use of government funds to cover the subsidy cost of a direct loan or loan guarantee or to protect/indemnify members of the public from financial losses.

#### 1.2.7.1. Direct Loans

Direct Loans involve all disbursement of funds by the Government to a non-Federal borrower for a specific period of time, with a reasonable expectation of repayment. Such loans may or may not require the payment of interest.

#### 1.2.7.2. General Insurance

General Insurance involves providing protection to individuals or entities against specified risks. The specified protection generally involves risks that private sector entities are unable, or unwilling, to assume or subsidize and where the provision of insurance is necessary to achieve social objectives.

Links to Z12 (listed alphabetically)	
Name	Description
Account Maintenance	This function includes activities associated with account maintenance and payment of insurance claims and awards:
Eligibility Determination	This function focuses on the receipt, evaluation, and issuance of insurance policies for the RH (S-DVI) and Veterans' Mortgage Life Insurance (VMLI) programs.
Program Management	Planning, leading, organizing, and monitoring various insurance programs.

#### 1.2.7.3. Loan Guarantees

Loan Guarantees involve any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a non-federal borrower to a non-federal lender, but does not include the insurance of deposits, shares, or other withdraw able accounts in financial institutions.

Links to Z12 (listed alphabetically)

Name	Description
Account Maintenance	This function includes activities associated with providing loan administration (servicing) on defaulted loans and the resale of property.
Eligibility Determination	This function focuses on determination of eligibility for Loan Guaranty benefits.
Program Management	This function provides long-range strategic analysis and forecasting of VA program financial requirements and status, and support for policy/legislative initiatives. Many activities are required to run benefits programs.
Program Participant Approval	This function evaluates and approves program participants such as Lenders, appraisers and other fee personnel for participation in the program and evaluates other participants such as builders, real estate agents, and servicers for participation in the Loan Guaranty program.
Property Management	When a loan is defaulted upon and the lender forecloses, the property may pass into the possession of VA. This function manages the maintenance and disposal of such properties.

### 1.3. Support Delivery of Services

Support Delivery of Services provides the critical policy, programmatic and managerial Foundation to support federal government operations.

#### 1.3.1. Controls and Oversight

Controls and Oversight ensures that the operations and programs of the Federal government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.

##### 1.3.1.1. Corrective Action

Corrective Action involves the enforcement of activities to remedy internal or external programs that have been found non-compliant with a given law, regulation, or policy.

### 1.3.1.2. Program Evaluation

Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.

Links to Z12 (listed alphabetically)	
Name	Description
Program Evaluation	The selection and used of performance evaluation criteria in assessing the effectiveness of insurance programs.

### 1.3.1.3. Program Monitoring

Program Monitoring involves the data-gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.

Links to Z12 (listed alphabetically)	
Name	Description
Program Integrity	Program integrity is primarily the detection and prevention of fraud by claimants and staff in claims processing. There is a responsibility for reviewing internal controls to ensure accountability against fraud.
Program Integrity	Program integrity is primarily the detection and prevention of fraud by claimants and staff in claims processing. There is a responsibility for reviewing internal controls to ensuring accountability against fraud.
Program Integrity	Program integrity and quality assurance are maintained through two levels of review of VRE records. Each regional office randomly selects a percentage of case files for each case manager within each regional office for review. In addition, the VA central office conducts a review of each regional office twice a year. In addition, VRE reviews program and data integrity program-wide.

Program Integrity	Program integrity is primarily the detection and prevention of fraud in claims processing. This function is responsible for reviewing internal controls to ensuring accountability against fraud.
Program Integrity	The Program Integrity sub-function implements security, procedures, and internal controls to insure the integrity of insurance processes and payments.
Program Integrity	The Program Integrity function implements security, procedures, and processes to ensure the integrity of data and the oversight of benefits processes.

### 1.3.2. Internal Risk Management and Mitigation

Internal Risk Management and Mitigation involves all activities relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.

#### 1.3.2.1. Contingency Planning

Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.

#### 1.3.2.2. Continuity of Operations

Continuity of Operations involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.

Links to Z12 (listed alphabetically)	
Name	Description
Data Center with Continuity of Operations (COOP)	Data Center Operations with Continuity of Operations (COOP) is a sub-function of Information Technology (IT) and begins with a series of steps involving requirements definition, risk assessment, business impact analysis, and emergency preparedness/risk mitigation. Once the customers requirements are understood and documented, service delivery can begin. Once day-to-day processes are in place, the COOP focus turns to crisis management and business resumption planning.



#### **1.3.2.3. Service Recovery**

Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.

#### **1.3.3. Legislative Relations**

Legislative Relations involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the Federal Government.

##### **1.3.3.1. Congressional Liaison Operations**

Congressional Liaison Operations involves all activities associated with supporting the formal relationship between a Federal Agency and the U.S. Congress.

##### **1.3.3.2. Legislation Testimony**

Legislation Testimony involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.

##### **1.3.3.3. Legislation Tracking**

Legislation Tracking involves monitoring legislation from introduction to enactment.

##### **1.3.3.4. Proposal Development**

Proposal Development involves drafting proposed legislation that creates or amends laws subject to Congressional action.

#### **1.3.4. Planning and Budgeting**

Planning and Budgeting involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.

##### **1.3.4.1. Budget and Performance Integration**

Budget and Performance Integration involves activities that align Federal resources allocated through budget formulation, execution, and management actions with examinations of program objectives, performance, and demonstrated results such as Program Performance Assessments, Government Performance Results Act (GPRA) plans and reports, performance-based agency budget submissions, and Financial Management Cost Accounting and Performance Measurement

data.

#### 1.3.4.2. Budget Execution

Budget Execution involves the legal (apportionment) and managerial (allotment and sub-allotment) distribution of budget authority to achieve results consistent with the formulated budget.

#### 1.3.4.3. Budget Formulation

Budget Formulation involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.

#### 1.3.4.4. Capital Planning

Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.

#### 1.3.4.5. Enterprise Architecture

Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.

Links to Z12 (listed alphabetically)	
Name	Description
Enterprise Architecture	<p>Enterprise Architecture is fundamental for enabling an enterprise to assimilate internal changes in response to the external dynamics and uncertainties of the information age environment. It not only constitutes a baseline for managing change, but also provides the mechanism by which the reality of the enterprise and its systems can be aligned with management intentions. (John A. Zachman, President, Zachman International)</p> <p>The Department of Veterans Affairs (VA) Enterprise Architecture strategy was developed and unanimously approved by the VA Enterprise Architecture Innovation Team and signed by the Secretary in September of 2001. Enterprise</p>

	<p>Architecture is a continuous improvement process. The One-VA EA Program Management Plan (PMP) defines the processes and approach that allow for the integration of Enterprise Architecture processes, Capital Planning and Budgeting processes, and Project Management Oversight processes of the VA.</p> <p>The VA's EA mission is to develop and implement an evolutionary, high-performance, One-VA information technology architecture, aligned with our program and business goals that enable enterprise-wide function, process, and data integration.</p>
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#### **1.3.4.6. Management Improvement**

Management Improvement includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.

#### **1.3.4.7. Strategic Planning**

Strategic Planning entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.

#### **1.3.4.8. Tax and Fiscal Policy**

Tax and Fiscal Policy encompasses analysis of the implications for economic growth and stability in the United States and the world of Federal tax and spending policies. This includes assessing the sustainability of current programs and policies, the best means for raising revenues, the distribution of tax liabilities, and the appropriate limits on debt.

#### **1.3.4.9. Workforce Planning**

Workforce Planning involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.

#### **1.3.5. Public Affairs**

Public Affairs involves the exchange of information and communication between the Federal Government, citizens and stakeholders in direct support of citizen services, public policy, and/or national interest.

### 1.3.5.1. Customer Services

Customer Services supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.

Links to Z12 (listed alphabetically)	
Name	Description
Customer Service	The function performed by Compensation Service as it provides program and claim information to program participants and others seeking information about the compensation program.
Customer Service	The Compensation Service provides program and claim information to program participants and others seeking information about the compensation program
Customer Service	There are several methods used to provide information to individual veterans on vocational rehabilitation services. The Rating Board will send a motivation letter to a veteran after making a rating on a specific disability, describing potential services that may be available and the application process. VRE coordinates with VHA to identify veterans when disability cases are identified. Veterans can obtain information through the VA 800 number (used for all services), and individual offices have their own access numbers. Regional offices and VACO respond to email inquiries from veterans. VRE participates in "One VA" customer service activities.
Customer Service	Education Service provides program and claim information to program participants as well as others seeking information about the various educational assistance programs
Customer Service	Customer service activities answer written and phone inquiries about insurance benefits and policy account information from veterans, beneficiaries and their representatives
Customer Service	This function provides public information about the Loan Guaranty Program.

### 1.3.5.2. Official Information Dissemination

Official Information Dissemination includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.

### 1.3.5.3. Product Outreach

Product Outreach relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.

Links to Z12 (listed alphabetically)	
Name	Description
Outreach	Title 38 requires VA to inform veterans, service personnel, reservist, dependents, and other eligible persons about all VA benefits he/she may be eligible to receive. The Outreach program is designed to provide this information, as well as any changes to this information, through many different mediums. These include briefings to service personnel before and upon separation, mail outs, web sites, etc.
Outreach	Title 38 requires VA to inform veterans, service personnel, reservist, dependents, and other eligible persons about all VA benefits he/she may be eligible to receive. The Outreach program is designed to provide this information, as well as any changes to this information, through many different media.
Outreach	VRE conducts several outreach activities to make veterans aware of rehabilitation services that are available to them. There are outreach activities at the DOD separation centers to provide information on all VA programs as service members separate. VRE has ongoing partnerships with other federal agencies (DOL and DOD) on their outreach programs. DOD's "Transportal" site for separating military is linked to the VRE web site. Individual regional office staffs participate in local community veteran's events.
Outreach	Title 38 requires VA to inform veterans, service personnel, reservists, dependents, and other eligible

	persons about the education benefits he/she may be eligible to receive. The Outreach program is designed to provide this information, as well as any changes to this information, through many different mediums.
Outreach	Outreach activities targets veterans, beneficiaries, separating service member about insurance benefits.
Outreach	Title 38 requires VA to inform veterans, service personnel, reservist, dependents, and other eligible persons about all VA benefits he/she may be eligible to receive. The Outreach program is designed to provide this information, as well as any changes to this information, through many different mediums. These include briefings to service personnel upon before and upon separation, mail outs, websites, etc.

#### **1.3.5.4. Public Relations**

Public Relations involves the efforts to promote an organization's image through the effective handling of citizen concerns.

#### **1.3.6. Regulatory Development**

Regulatory Development involves activities associated developing regulations, policies, and guidance to implement laws.

##### **1.3.6.1. Policy and Guidance Development**

Policy and Guidance Development involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.

##### **1.3.6.2. Public Comment Tracking**

Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.

##### **1.3.6.3. Regulatory Creation**

Regulatory Creation involves the activities of researching and drafting proposed and final regulations.

#### **1.3.6.4. Rule Publication**

Rule Publication includes the all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.

#### **1.3.7. Revenue Collection**

Revenue Collection includes the collection of Government income from all sources. Note: Tax collection is accounted for in Tax Collection Sub-Function in the General Government Line of Business.

##### **1.3.7.1. Debt Collection**

Debt Collection supports activities associated with the collection of money owed to the U.S. government from both foreign and domestic sources.

##### **1.3.7.2. Federal Asset Sales**

Federal Asset Sales encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the Federal Government with a commercial value and sold to the private sector.

##### **1.3.7.3. User Fee Collection**

User fee collection involves the collection of fees assessed on individuals or organizations for the provision of Government services and for the use of Government goods or resources (i.e. National Parks).

#### **1.4. Management of Government Resources**

Management of Government Resources refers to the back office support activities that enable the government to operate effectively.

##### **1.4.1. Administrative Management**

Administrative Management involves the day-to-day management and maintenance of the internal infrastructure.

###### **1.4.1.1. Facilities, Fleet and Equipment Management**

Facilities, Fleet, and Equipment Management involves the maintenance, administration, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of

the Federal Government.

Links to Z12 (listed alphabetically)	
Name	Description
Administration	Administration provides quality services in facilities management, cable plant management, telephone systems, audiovisuals, nationwide occupational safety and health programs, and other administrative areas to VA Headquarters and to other customers nationwide.

#### 1.4.1.2. Help Desk Services

Help Desk Services involves the management of a service center to respond to government and contract employees technical and administrative questions.

#### 1.4.1.3. Security Management

Security Management involves the physical protection of an organization's personnel, assets, and facilities (including security clearance management). Note: Activities related to securing data and information systems are addressed under the "IT Security" Subfunction.

#### 1.4.1.4. Travel

Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.

Links to Z12 (listed alphabetically)	
Name	Description
Travel Management	This function racks all travel-related obligations and expenditures, travel related invoices, storage, and relocation costs.

#### 1.4.1.5. Workplace Policy Development and Management

Workplace Policy Development and Management includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.



## 1.4.2. Financial Management

The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.

### 1.4.2.1. Accounting

Accounting entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of Federal funds and expenditure of Federal appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable Federal standards (FASAB, Treasury, OMB, GAO, etc.)

Links to Z12 (listed alphabetically)	
Name	Description
Financial Management	Financial Management function includes activities related to transfer of funds between stakeholders/entities related to provision of medical care.
General Ledger Processing	This function provides financial controls, data collection, and financial reporting to enable Government-wide data management. It is responsible for maintaining accurate account balances, creating and processing journal entries, and closing sets of books in a timely manner; and support of production of financial reports.
Grants	This function is responsible for grant processing that handles the financing of Federal programs executed by organizations outside the Federal Government. Activities include issuance and administration of letters of credit, cash advancement through treasury check, grant reimbursement, and grant accounting.
Project Cost Accounting Processing	This function maintains detailed cost and billing information to monitor project performance in a format that optimizes productivity, while financial managers track the total cost of running the business. Project planning, execution, and analysis, including

	reporting, phases are included.
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#### 1.4.2.2. Asset and Liability Management

Assets and Liability Management provide accounting support for the management of assets and liabilities of the Federal government.

Links to Z12 (listed alphabetically)	
Name	Description
Financial Management	Financial Management function includes activities related to transfer of funds between stakeholders/entities related to provision of medical care.
Fixed Assets Processing	This function provides financial analysis for fixed (capitalized) assets, e.g., calculates depreciation, performs tracking functions, and conducts “what if” scenarios for fixed assets.

#### 1.4.2.3. Collections and Receivables

Collections and Receivables includes- deposits, fund transfers, and receipts for sales or service.

Links to Z12 (listed alphabetically)	
Name	Description
Financial Management	Financial Management function includes activities related to transfer of funds between stakeholders/entities related to provision of medical care.
Receivables Processing	This function manages funds owed to or received by VA, and improves cash flow. It includes receipt of funds, offset of payments, and invoicing.

#### 1.4.2.4. Cost Accounting / Performance Measurement

Cost Accounting / Performance Measurement is the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups

concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources.

#### 1.4.2.5. Funds Control

Funds Control includes the management of the federal budget process including the development of plans and programs, budgets, and performance outputs as well as financing federal programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.

Links to Z12 (listed alphabetically)	
Name	Description
Budget Processing	This function handles budget execution, federal report definition, and the year-end closing process.
Financial Management	Financial Management function includes activities related to transfer of funds between stakeholders/entities related to provision of medical care.

#### 1.4.2.6. Payments

Payments include disbursements of Federal funds, via a variety of mechanisms, to Federal and private individuals, Federal agencies, state, local and international Governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.

Links to Z12 (listed alphabetically)	
Name	Description
Financial Management	The “Financial Management” function provides the ability for innovative financial services to VA customers via the VA Supply Fund. This Supply Fund provides the capability to extend obligation authority of appropriated funds up to five years beyond the current fiscal year for bona fide needs. This function is also used to ease up front acquisition costs for leasing capital equipment. Beyond supply

	fund management and oversight, this financial management sub-function includes accounting, budgeting, costing, financial records management, and expense activity support for both internal and external customers or Other Government Agencies (OGA).
Grants	This function is responsible for grant processing that handles the financing of Federal programs executed by organizations outside the Federal Government. Activities include issuance and administration of letters of credit, cash advancement through treasury check, grant reimbursement, and grant accounting.
Payables Processing	Payment processing within VA enables claimants, veterans, employees, other government agencies (OGAs) and vendors to receive financial benefits, compensation, salaries, reimbursements, grants, and payments for services or products. This sub-function creates financial control to prevent double payments. It also allows visibility of required information. It includes preparation, approval, scheduling, and processing of transactions that result in the disbursement of federal funds. Treasury payment processing, reconciliation, and offset programs are included in this sub-function.

#### 1.4.2.7. Reporting and Information

Reporting and Information includes providing financial information, reporting and analysis of financial transactions.

Links to Z12 (listed alphabetically)	
Name	Description
External Reports Processing	External reporting requirements include the requirements for financial statements prepared in accordance with form and content prescribed by OMB, reporting requirements prescribed by Treasury, and legal, regulatory, and other special management reports of the agency.
Financial Management	Financial Management function includes activities related to transfer of funds between

	stakeholders/entities related to provision of medical care.
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### 1.4.3. Human Resource Management

Human Resource Management involves all activities associated with the recruitment and management of personnel.

#### 1.4.3.1. Benefits Management

Benefits Management designs, develops, and implements benefit programs that attract, retain, and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.

#### 1.4.3.2. Compensation Management

Compensation Management designs, develops, and implements programs that attract, retain, and fairly compensate agency employees. In addition, designs, develops, and implements pay for performance compensation programs to recognize and reward high performance, with bonus payments. This sub-function includes developing and implementing compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.

#### 1.4.3.3. Employee Performance Management

Employee Performance Management designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop, and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.

Links to Z12 (listed alphabetically)	
Name	Description
Learning and Content Management	Learning and Content Management focuses on the development of educational and training materials.
Learning Delivery	Learning Delivery involves the delivery of learning

	materials via electronic media.
Managing Employee Development	Managing Employee Development includes activities associated with managing learning opportunities and training development for employees.
Personal Information and Tracking	Personal Information and Tracking (Training) Management involves managing personal training information.
Training Cost Management	Training Cost Management involves the control and accounting of costs incurred in implementing employee training programs.

#### 1.4.3.4. Employee Relations

Employee Relations designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This sub-function includes addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.

Links to Z12 (listed alphabetically)	
Name	Description
Resolution Management	Resolution Management (ORM) is responsible for the timely processing of complaints of employment discrimination filed by VA employees, former employees, and applicants for employment. Resolution Management also proactively reduces complaints through education and training.

#### 1.4.3.5. HR Strategy

HR Strategy develops effective human capital management strategies to ensure federal organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and

future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.

Links to Z12 (listed alphabetically)	
Name	Description
Human Resources Management	Human Resources Management (OHRM) provides exceptional leadership and support through human resources best practices and programs that enable VA to attract, develop, and retain the people who provide quality services to veterans and their families.

#### **1.4.3.6. Human Resources Development**

Human Resources Development designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency's employee development approach.

#### **1.4.3.7. Labor Relations**

Labor Relations manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.

#### **1.4.3.8. Organization and Position Management**

Organization and Position Management designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.

#### **1.4.3.9. Separation Management**

Separation Management conducts efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.

#### 1.4.3.10. Staff Acquisition

Staff Acquisition establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.

Links to Z12 (listed alphabetically)	
Name	Description
Diversity Management and Equal Employment Opportunity	Diversity Management and Equal Employment Opportunity provide leadership in creating and sustaining a diverse workforce free of discrimination at the Department of Veterans Affairs.

#### 1.4.4. Information and Technology Management

Information and Technology Management involves the coordination of information technology resources and systems required to support or provide a service.

##### 1.4.4.1. Information Management

Information Management involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.

##### 1.4.4.2. Information Sharing

Information Sharing relates to any method or function, for a given business area, facilitating: data being received in a usable medium by one or more departments or agencies as provided by a separate department or agency or other entity; and data being provided, disseminated or otherwise made available or accessible by one department or agency for use by one or more separate departments or agencies, or other entities, as appropriate.

##### 1.4.4.3. Information Systems Security

Information Systems Security involves all functions pertaining to the protection of federal information and information systems from unauthorized access, use, disclosure, disruptions, modification, or destruction, as well as the creation and implementation of security policies,



procedures, and controls.

Links to Z12 (listed alphabetically)	
Name	Description
Cyber Security	The mission of Cyber Security, taken from the Information Technology Strategic Plan April 2002, DRAFT, is to secure the VA enterprise against cyber attack

#### 1.4.4.4. IT Infrastructure Maintenance

IT Infrastructure Maintenance involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, networks, servers, printers, etc.)

Links to Z12 (listed alphabetically)	
Name	Description
Financial System Setup, Operations and Maintenance	This function establishes the general ledger structure, organizational structure, and budget structure; and supports updating associated referential tables used by multiple functions as needed, e.g., vendors, party information, etc.
Network Communication / Telecommunications	Network Communications/Telecommunications is responsible for the creation and administration of policies, standards, and guidelines to support the implementation, operation, and maintenance of networking and communication services and equipment for VA.

#### 1.4.4.5. Lifecycle/Change Management

Lifecycle/Change Management involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.

#### 1.4.4.6. Record Retention

Record Retention involves the operations surrounding the management of the official documents

and records for an agency.

#### **1.4.4.7. System and Network Monitoring**

System and Network Monitoring supports all activities related to the real-time monitoring of systems and networks for optimal performance.

#### **1.4.4.8. System Development**

System Development supports all activities associated with the in-house design and development of software applications.

#### **1.4.4.9. Systems Maintenance**

System Maintenance supports all activities associated with the maintenance of in-house designed software applications.

### **1.4.5. Supply Chain Management**

Supply Chain Management involves the purchasing, tracking, and overall management of goods and services.

#### **1.4.5.1. Goods Acquisition**

Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the federal government.

Links to Z12 (listed alphabetically)	
Name	Description
Acquisition Management	The “Acquisition” aspect of this KEF develops acquisition strategies, and procures products and services for VA as well as Other Government Organizations (OGA) through the award and administration of cost-effective national, regional, commodity based and service based contracts.

#### **1.4.5.2. Inventory Control**

Inventory Control refers to the tracking of information related to procured assets and resources with regards to quantity, quality, and location.

Links to Z12 (listed alphabetically)
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Name	Description
Material Management	The Materiel Management function performs supply chain operations relating to management and business oversight of a full range of materiel and property management products and services.

#### 1.4.5.3. Logistics Management

Logistics Management involves the planning and tracking of personnel and their resources in relation to their availability and location.

Links to Z12 (listed alphabetically)	
Name	Description
Material Management	The Materiel Management function performs supply chain operations relating to management and business oversight of a full range of materiel and property management products and services.

#### 1.4.5.4. Services Acquisition

Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.

Links to Z12 (listed alphabetically)	
Name	Description
Acquisition Management	The “Acquisition” aspect of this KEF develops acquisition strategies, and procures products and services for VA as well as Other Government Organizations (OGA) through the award and administration of cost-effective national, regional, commodity based and service based contracts.
External Service Provider Approval	VA must approve rehabilitation services, education programs, and other support services for use in a specific veteran’s rehabilitation plan. Because the needs of individual veterans are often case-specific, the service-providing organization will often be applying for facility approval for the first time, and/or the case manager must make a specific determination of whether a program meets will meet the needs of a

	<p>specific veteran. The case manager will be involved in reviewing certifications, licenses, condition of facilities, staff qualifications, and other information on the service provider in making this decision. VRE coordinates approval of conventional education and training programs with VA's Education function (described in a later section).</p>
Supplier Management	<p>VA currently has several vendor files spread out across the enterprise and used by various business owners in VHA, VBA, NCA, and associated staff offices. The "as is" operation for Supplier Management includes registering and maintaining multiple vendor files through master and secondary systems.</p>